What Drives Employee’s Involvement and Turnover Intentions: Empirical Investigation of Factors Influencing Employee Involvement and Turnover Intentions?

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ABSTRACT

Research findings on job involvement and turnover intentions have been somewhat mixed. Scholars have often studied job involvement as an antecedent of some employee and organization outcomes, including job satisfaction and turnover. The present study examines the antecedents of job involvement and factors influencing it. Namely, organizational attractiveness, pay satisfaction, and organizational support. I also examine the effects of job satisfaction, job involvement, person-organization fit, and organizational support on turnover intentions and whether mediation mechanisms exist underlying the relationships between these constructs and turnover intentions. The analysis yielded mixed results for both constructs, involvement and turnover; suggesting further studies might be necessary, and that incorporating more intervening variables might help improve our understanding of the interrelationships between these constructs. Results are discussed and future research directions are suggested.

Keywords: Job Satisfaction, Pay Satisfaction, Turnover Intention, Structural Equation Modeling

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1. INTRODUCTION

Organizations are often highly interested in valuable and talented employees, they are so because of the value that those employees bring into the organization (Podsakoff et al., 2007a; Singh and Loncar, 2010). The process through which organizations try to keep those employees is called retention. Researchers in different disciplines including psychology, OB, and HR have extensively studied the variables that are often associated with retention. However, it has been argued that job satisfaction, job involvement, organizational attractiveness, organizational support, and person organization fit, as well as several other variables are of great influence on the extent to which organizations can actually retain their talented employees.

Intentions to stay or to quit are highly correlated with the aforementioned constructs as well documented in the literature (Podsakoff et al., 2007a). Several scholars have asserted that there are many variables that influence employees’ decisions to quit their jobs (Benson et al., 2004; Spector et al., 2007) where scholars have attributed satisfaction and dissatisfaction to both internal and external variables. Internal variables include issues such as pay satisfaction, perceived organizational support, supervisor support, organizational attractiveness; whereas external variables include for instance family-work balance, job market and macro-level factors that would influence the ease of movement between jobs and the demand for the skills associated with one’s specialization.

Many scholars have called for more focus on the personal characteristics in relation to job satisfaction (Podsakoff et al., 2007a; Saari and Judge, 2004). There appears to be inconclusiveness of the findings regarding the extent to which internal variables at the organizational level outweigh external variables outside the control of organization. Organizations have long been concerned with the overall satisfaction of their employees. The job satisfaction also has been of great importance to scholars in several fields including psychology, organizational behavior, HR, and strategic HR. it has been argued that satisfaction leads to lower turnover intentions.